



**STATE OF TENNESSEE
DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT**

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**BILL HASLAM
GOVERNOR**

**BURNS PHILLIPS
COMMISSIONER**

MEMORANDUM

**TO: Chief Local Elected Official
Local Workforce Development Board Chairs
Local Workforce Development Board Executive Directors**

**CC: Governor Bill Haslam
County Mayors
Tennessee State Workforce Development Board**

**FROM: Burns Phillips, Commissioner
Tennessee Department of Labor and Workforce Development**

DATE: January 27, 2017

**SUBJECT: Workforce Innovation and Opportunity Act (WIOA)
State Guidelines for One-Stop Operator Procurement**

Purpose

To provide guidance to the Local Workforce Development Boards in Tennessee as it relates to the procurement of the federally mandated One-Stop Operators of the American Job Centers under the Workforce Innovation and Opportunity Act (WIOA).

References

- Workforce Innovation and Opportunity Act (WIOA) Law
- Training and Employment Guidance Letter WIOA No. 15-16 Competitive Selection of One-Stop Operators (dated January 17, 2017)
- WIOA Joint Rule for Unified and Combined State Plans Performance Accountability and the One-Stop System Joint Provisions: Final Rule, Subpart D – One-Stop Operators
- Uniform Administration Guidance (2 CFR 200.318-326)

Background

Pursuant to the Workforce Innovation and Opportunity Act, Local Workforce Development Boards (LWDBs) must competitively procure the operator for the comprehensive One-Stop or American Job

Center system. This procurement must meet the criteria as outlined in 20 CFR 678.605, ensuring an efficient and effective process is in place for the selection of the One-Stop Operator.

Competitive Procurement Requirements

The minimal guidelines to assist the LWDBs (or the respective third party entities in the case where the LWDB may be applying to be One-Stop Operator), in developing the competitive procurement documents (RFPs) at the local level are in the attachment titled "State Guidelines for Local Workforce Development Boards One-Stop Operator Procurement". Each LWDB is requested to incorporate these required guidelines and additional recommended criteria into their procurement documents.

Inquiries

A list of Frequently Asked Questions with accompanying answers is provided as an attachment to this document. Please refer to these FAQs prior to submitting written inquiries to the State Workforce Development Board. In order to remain compliant and maintain integrity with the procurement process, inquiries regarding this guidance should be directed to the State Workforce Development Board at the following email address: workforce.board@tn.gov.

Responses will be provided in a timely manner in the order that inquiries are received.

Sincerely,

A handwritten signature in blue ink, appearing to read "Burns Phillips".

Burns Phillips

BP:BM

Attachments:

- **Attachment 1**
State Guidelines for Local Workforce Development Boards - One-Stop Operator Procurement
- **Attachment 2**
FAQs regarding One-Stop Operator Procurement
- **Attachment 3**
Example Questions to include in the Procurement of the One-Stop Operator (optional)

State Guidelines for Local Workforce Development Boards One-Stop Operator Procurement

All RFPs that contain requests for One-Stop Operators must include the duties set forth in 20 CFR 678.620 and further defined in WIOA Workforce Services (WFS) Regional and Local Planning Policy, as well as, WIOA WFS One-Stop Design and Delivery System.

All LWDBs must follow all federal, state, and local competitive procurement requirements when selecting the operator of the comprehensive one-stop. Additionally, LWDBs are requested to incorporate the mandatory items listed in the following requirements and recommendations.

All RFPs that contain requests for One-Stop Operators must include a reference page that provides relevant WIOA references, the local entity's policies and procedures, and other applicable state and/or federal regulations.

Requirements and Recommendations for Bidder's List

Bidder's List: LWDBs must ensure that a comprehensive bidder's list is maintained on eligible entities able to provide One-Stop Operator services. At a minimum, this list should include entities eligible under 20 CFR 678.600. This bidder's list should also be reviewed to ensure it is up-to-date and extensive. The bidder's list should contain both local and non-local eligible entities, including non-profit as well as for-profit agencies.

It is highly encouraged that LWDBs within the same or adjacent planning regions share and compare bidder's lists to ensure a full and open competitive procurement process is maintained for the region.

It is recommended that the RFP be distributed in all applicable legal publications, as well as on the procuring entity's website. Additional efforts should be made to make the RFP available as widely as possible.

Requirements and Recommendations for Requested Documentation

In order to be considered responsive, a bidder must provide two years of audited financial history. Adequate documentation could include recent audit reports, the entity's Comprehensive Annual Financial Report (CAFR), an independent CPA review, tax records, or another recognized review of accounting process and procedures. Bidders who fail to provide this information must be deemed non-responsive.

In order to be considered responsive, a bidder must provide an organizational chart.

All organizations that are private, for-profit, or not-for-profit should be able to provide documentation of their registration under either Tennessee or their respective state's Secretary of State's office.

All bidders should be required to provide their DUNS number. Prior to reviewing all responses, the reviewing entity should verify that the bidders are not on the federal debarred/suspended list.

Requirements and Recommendations for Requested Information/Responses for Evaluation

Bidders must discuss how they will work to incorporate all partners into the comprehensive one-stop. This discussion must include partners who are electronically present in the comprehensive one-stop.

Note: Potential One-Stop Operator needs to be aware of any implications or special arrangements or how they will organize to meet the requirement of the provision at 20 CFR 678.630 stating that *“Continued use of State merit staff for the provision of Wagner-Peyser Act services or services from other programs with merit staffing requirements must be included in the competition for and final contract with the one-stop operator when Wagner-Peyser Act services or services from other programs with merit staffing requirements are being provided.”*

Bidders should be able to describe how the proposed one-stop operations will fit into their organizational chart (see "requested documentation" section of this guidance above) and whether current or newly hired staff would be providing the services. Where possible, they should either provide resumes of current staff or titles and job descriptions/posting for any new positions that would be hired.

Bidders should be able to describe their customer service experience and discuss any experience with handling complaints and/or concerns from customers. Other required experience should include oversight of staff teams and experience in developing and delivering technical assistance.

Bidders should be able to propose outcome measures that effectively capture and evaluate their efficacy and system effectiveness. This response should also include a proposed data collection and validation methodology as well as a proposed reporting method.

Bidders should discuss how they will ensure all partner agencies are collaborating and cooperating in the implementation of the partner programs. This should include discussions on both training for the One-Stop Operator staff and cross-training for the partner-program staff. Capacity-building experience would be relevant to this discussion.

Bidders should discuss how they will bring together the partner programs to ensure adequate outreach of the one-stop center and demonstrate a thorough understanding of target populations for partner programs. Discussion should also include how the bidder will take ownership/leadership in ensuring all partners are contributing to the center, both financially as well as through resources and staff time.

Bidders should discuss how they will comply with all federal/state/local regulations, as well as provide oversight to ensure that all partner agencies are also in compliance.

Requirements and Recommendations for Evaluation Criteria

There must be at least one evaluation criterion that assesses the bidder's financial capabilities.

There must be at least one evaluation criterion that assesses the bidder's technical/programmatic capabilities.

There must be at least one evaluation criterion that assesses the bidder's service delivery experience. (Note: it is not mandatory that bidders have WIOA experience, but it is recommended that the bidders have some experience with customer service and/or service delivery.)

One-Stop Operator Evaluation Criteria Guidance

Upon receipt of One-Stop Operator RFP responses, each Local Workforce Development Board (LWDB) or secured third party will be tasked with evaluating and scoring each received sealed bid. With the goal of allowing LWDBs, or the third party, the flexibility to evaluate bid packages in a manner that fits local needs and priorities while still providing basic standardization throughout all local areas, the State has identified important evaluation criteria. The State strongly recommends that these criteria be included in the LWDB's (or third party) evaluation procedures. Each local board evaluation committee retains the right to add, remove, or adjust any criteria based on the needs of the local area; however, **the points shown in red** have been deemed the most significant to include:

Organizational Overview/Experience

- Bidder submitted record of past performance with WIOA (or similar program).
- Bidder provided a clear and relevant mission/vision.
- Bidder provided a description and brief history of the organization.
- Bidder demonstrated unique expertise that distinguishes organization.

Financial/Fiscal Accountability

- Bidder has financial and administrative experience in managing multiple federal, state, and/or private funding sources.
- Bidder provided documents establishing financial history.
- Bidder is up-to-date on taxes (income, annual state & federal, payroll tax, etc.).
- Bidder provided evidence that acceptable accounting systems are in place.
- Bidder provided a proposed budget and narrative, which may include: personnel costs, operational expenses, direct expenses, and other estimated costs.
- Bidder's budget is adequate for the scope of work presented in the RFP.

Capacity

- Bidder provided a functional or proposed organizational chart that is deemed satisfactory to meet One-Stop needs.
- Bidder provided a workflow/logistical model.
- Bidder provided a reasonable plan for staffing.
- Bidder described resources the entity can bring to the workforce system.

Partnerships & Community

- Bidder demonstrated experience with oversight of multi-organizational staff.
- Bidder demonstrated a plan for partner integration within the entity.
- Bidder described strategies for outreach and enrollment.
- Bidder provided a plan/method for community and business outreach.
- Bidder provided a plan or demonstrated expertise in working with both rural and urban populations simultaneously (if applicable to local area).
- Bidder explained how the organization will measure customer satisfaction.

Programs/Program Outcomes

- Bidder provided a proposed program design model.
- Proposed outcomes are relevant to the mission and objectives of One-Stop partner programs.
- Bidder has detailed a service delivery model that correlates to the proposed outcomes.
- Narrative clearly demonstrates how program activities will lead to the proposed outcomes.

Technology, Data, & Reporting

- Bidder described existing data and reporting system process.
- Bidder described how they will track and evaluate each specific performance goals on a recurring basis.
- Bidder described technological needs in order to assume operation.
- Bidder demonstrated an ability to ensure and maintain data integrity.

FAQs regarding One-Stop Operator Procurement

Are One-Stop Operators required by WIOA and what are their role(s)?

Yes. Pursuant to 20 CFR Section 678.620(a), at a minimum, a One-Stop Operator must coordinate service delivery of the required One-Stop American Job Center partners and service providers. The role of the One-Stop Operator in the state of Tennessee American Job Centers is further defined through guidance provided in WIOA Workforce Services Regional and Local Planning Policy:

- Oversee management of One-Stop Centers and service delivery
- Evaluate performance (as indicated in the Incentives and Sanctions Policy) and implement required actions to meet performance standards – *This does not include performance negotiations as this is specifically a local board requirement.*
- Evaluate various customer experiences (including but not limited to employers, jobseekers, and partner staff)
- Ensure coordination of partner programs
- Act as liaison with the LWDB and One-Stop Center
- Define and provide means to meet common operational needs (e.g., training, technical assistance, additional resources, etc.)
- Oversee full implementation and usage of all State systems by all local areas
- Design the integration of systems and coordination of services for the site and partners
- Manage fiscal responsibility for the system or site
- Plan and report responsibilities
- Write and maintain business plan
- Market One-Stop Career Center services
- Facilitate the sharing and maintenance of data; primarily the site, with emphasis on the state system
- Integration of available services and coordination of programs for the site with all partners

WIOA Workforce Services One-Stop Design and Delivery System Policy, further includes functions performed by the One-Stop Operator to provide direction of the partner/function based group of Team Leads, as well as ensure that comprehensive cross-training and development plans are established for each American Job Center and its staff.

The Local Workforce Development Board (LWDB) may also add further responsibilities to the One-Stop Operator per guidance in 20 CFR Section 678.620(a). Keep in mind that the competition for a One-Stop Operator must clearly articulated the role of the One-Stop Operator for the respective LWDA.

Does the Local Board have to competitively procure One-Stop Operators?

Yes. WIOA requires the selection of the One-Stop Operator through a competitive process. Subrecipients of federal funding must use a competitive bid process in accordance with federal procurement policies described in Uniform Guidance in 2 CFR 200.318-326. This includes:

- Procurement by sealed bids

- Procurement by competitive proposals
- Procurement by sole source (under limited conditions as described in 20 CFR 678.610).

Office of Management and Budget 2 CFR Chapter I, Chapter II, Part 200, et al., Section 200.319 states that, "All procurement transactions must be conducted in a manner providing full and open competition consistent with the standards of this section. In order to ensure objective contractor performance and eliminate unfair competitive advantage, contractors that develop or draft specifications, requirements, statements of work, and invitations for bids or requests for proposals must be excluded from competing for such procurements."

Note: Local Boards must prepare written documentation prior to the release of the RFP describing their process to select a One-Stop Operator and submit to the State Workforce Development Board by email at workforce.board@tn.gov. Documentation must include LWDB's statement of intent to manage the procurement process, or to utilize a third party vendor with the intent to apply as One-Stop Operator (include policies eliminating the conflicts of interest through establishing appropriate firewalls).

Can a Local Board be a One-Stop Operator?

Yes. Local Boards may compete for and be selected as One-Stop Operators. However, policies are required to eliminate conflicts of interest through establishing "appropriate firewalls" in regards to the competition, subsequent oversight, monitoring, and evaluation of performance of the provider. (20 CFR 679.430)

How can a Local Board compete in a procurement to become a One-Stop Operator or direct service provider?

For Local Boards to compete in the procurement process to become a One-Stop Operator or a direct service provider, the Local Board and its staff must arrange for the process to be completed by a "third party." The "third party" must not bid on, compete for, or have any financial interest in the contract for procurement or its outcome.

Under these circumstances, the "firewall" established through Local Board policies and procedures would allow the Local Board to provide the required information to the third party needed to properly arrange, notice and process the procurement. However, the Local Board cannot draft specifications, contract requirements, statements of work, or procurement documents. These activities must be exclusively the actions of the third party after appropriate guidance is provided by the Local Board. The third party must meet the Uniform Administrative Guidance in 2 CFR 200.318-326.

Who can be a third party in the procurement process?

The third party may be a consultant, a professional, or any other independent entity retained specifically to arrange, notice, and process the procurement. Such entities may be retained locally or statewide and retained by one or more Local Boards. A Local Boards must use discretion in retaining entities with whom it previously has done business to avoid conflicts of interest or any appearance of favoritism toward the Local Board in its final selection.

The third party may be the Chief Local Elected Official or local area consortium. Discretion should be used in retaining one Local Board to process the competitive procurement of another Local

Board as there is potential for conflicts of interest and the appearance of impropriety. The Department of Labor and Workforce Development is unable to act as a third party in the procurement process the department may be involved in disputes or appeals arising from the local area process.

Can a Local Board be selected as a One-Stop Operator through a sole source procurement?

A Local Board may be selected as a One-Stop Operator through sole-source procurement under limited conditions as described in 20 CFR 678.610 and only with agreement of the Chief Local Elected Official of the CEO in the local area and the Governor. The Governor must approve the conflict of interest policies the Local Board has in place when also serving as One-Stop Operator. This is consistent with DOL's interpretation of sec. 107(g)(2) of WIOA which further specifies the requirements where a Local Board is selected to be the One-Stop Operator. Written documentation must be prepared and maintained concerning the entire process of making such a selection, which must include appropriate "firewalls" establishing conflict of interest policies and procedures.

Does a Local Board need to competitively procure career services under WIOA?

No. However, this must be consistent with Sec. 107(g)(2) of WIOA which requires the agreement from the Chief Local Elected Official and the Governor.

Who may operate the One-Stop American Job Centers?

Consistent with 20 CFR 678.600, a One-Stop Operator may be a single entity or it may be multiple entities working together to form a consortium operator. The operator may be for profit, non-profit, private or public. If the consortium of entities is comprised of One-Stop career center partners, it must include a minimum of three One-Stop career center partners as described in 20 CFR 678.400. Should a for-profit entity (or a consortium that includes a for-profit entity) be selected as a One-Stop Operator, there are two points that must be kept in mind. First, except for WIOA Title I funds (Adult, Youth, and Dislocated Worker), no profit may be paid from USDOL awards. Second, the Uniform Guidance at 2 CFR 200.323 requires profit to be negotiated as a separate element of price for each contract in which there is no price competition or in which a cost analysis is performed.

What entities may be selected thru competitive procurement to be a One-Stop Operator?

The types of entities that may be a One-Stop Operator include, but are not limited to:

- An Institution of Higher Education
- An Employment Service State Agency established under Wagner Peyser
- A community based, non-profit organization, or workforce intermediary
- A private-for-profit entity
- A government agency; (i.e. municipality)
- A Local Board, with approval from the Chief Local Elected Official and the Governor
- Other interested organizations or entities capable of carrying out the duties of the One-Stop Operator, including Local Chambers of Commerce, business organizations, or labor organizations
- Nontraditional public secondary schools, night schools, adult education schools, career and technical education schools

Note: Elementary schools and secondary schools are not eligible to be selected as the One-Stop Operator

How often are One-Stop Operators competitively procured?

WIOA requires One-Stop Operators to be competitively procured at least every four years. A state may require, or a Local Workforce Development Board may choose to implement a competitive selection process more than once every 4 years.

Can a One-Stop Operator also be a service provider?

Yes. However the Local Board must create appropriate "firewalls" through policies and procedures that ensure competition, oversight, and evaluation of the provider's performance. Internal controls must be in place to avoid all conflicts of interest. All organizations, including the Local Board, administrative entities, fiscal agents, One-Stop Operators, and service providers who perform multiple functions, must develop written agreements with the Local Board and CEO clarifying how the organization fulfills its responsibilities and demonstrates compliance with WIOA and relevant Uniform Administrative Guidance.

How should appropriate firewalls be applied to procurement?

The Local Board must apply appropriate policies to ensure participants in a competitive bid are not directly involved with the procurement process itself, including (but not limited to) drafting procurement requirements, establishing review criteria, and conducting the review of responses and the final selection. The entity conducting the procurement must have no financial interest in the outcome of the procurement.

What is the effective date for competitively-procured One-Stop career center operators to be in place and providing services?

Per guidance provided in Training and Employment Guidance Letter WIOA No. 15-16, Competitive Selection of One-Stop Operators, as of July 1, 2017, all existing and new One-Stop Operators must have been selected using a competitive process. This means that procurement procedures must be developed and the procurement process completed so all One-Stop Operators are under contract to provide its services beginning July 1, 2017.

What other mechanisms may be used to assure full and open competition at the local level?

Pursuant to TEGL 15 -16, the State Workforce Development Board may opt to retain an outside entity to conduct an objective review of all aspects of the competition process, including a review of the entities selected as a One-Stop Operator such as: past performance; compliance with Federal requirements and policies; financial systems; internal control framework; and policies to perform and manage the One-Stop Operator services in accordance with WIOA. The outside entity may include the services of the Central Procurement Office of the Department of General Services, or state auditors with the Comptroller of the Treasury.

ACTION ITEM	*SUGGESTED TIMELINE
One-Stop Operator Guidance released by the State	January 27, 2017
LWDBs submit written inquiries regarding State guidance; State provides follow-up to LWDBs in order received	January 30 – February 3, 2017
LWDBs notify state in writing describing their process to procure the One-Stop Operator (<i>include intent to apply or not</i>)	February 10, 2017
LWDBs begin procurement process of One-Stop Operator (If LWDB not applying, drafts Request for Proposals)	February 17, 2017
Request for Proposal for One-Stop Operator Issued at local level	March 1, 2017
Deadline for Eligible Entities to Register for the RFP Process (or follow local Procurement guidelines)	March 8, 2017
RFP Bidders' Response Deadline	April 21, 2017
**New One-Stop Operator Contracts/Agreements in place	June 30, 2017

***NOTE:** The above suggested timeline is not required, but provides a general schedule to help facilitate full implementation of the One-Stop Operator procurement by June 30, 2017.

****Mandated date, not optional**

**Example Questions to include in the
Procurement of the One-Stop Operator
(Optional)**

A. ANSWER THE FOLLOWING QUESTIONS ABOUT THE ONE-STOP OPERATION:

1. Facilities and equipment and technology

- a. Describe how you will assure that One-Stop services are accessible to all jobseekers and employers in the respective LWDA. This includes areas with high unemployment and transportation barriers, such as in rural communities. Include location and scope of any proposed affiliates, access locations and/or other venues for meaningful access and adaptation for customers with disabilities.
- b. What are your planned hours of operation?
- c. Describe how you will equip, stock, and staff a resource room that is customer focused. Include all technology to be available in the resource room, computer laboratories, and web-based (Wi-Fi) access quality throughout the facility.
- d. In the light of minimizing costs, what is your plan for acquiring information technology specialists and their carrying out helpdesk functions in the American Job Center?

2. One-Stop Operation.

- a. Describe how you will provide knowledgeable staff, including partner staff, trained and motivated to dress and act professionally with the confidence to address both employers and job seeking customers. Note: Potential One-Stop Operator needs to be aware of any implications or special arrangements or how they will organize to meet the requirement of the provision at 20 CFR 678.630 stating that *“Continued use of State merit staff for the provision of Wagner-Peyser Act services or services from other programs with merit staffing requirements must be included in the competition for and final contract with the one-stop operator when Wagner-Peyser Act services or services from other programs with merit staffing requirements are being provided.”*
- b. How will you lead One-Stop Partners with (a) an integrated menu of services for jobseeking customers and employers; (b) implementing agreements among the partners such as Memorandum of Understanding and resource sharing, and (c) maintaining communications with all One-Stop Partners and co-located staff.
- c. Describe the service delivery methods to be implemented in the American Job Center(s) to ensure that the planning region’s goals regarding placement and credentials are met or exceeded.
- d. Describe the optimum continuous improvement and quality assurance methods needed in Tennessee’s American Job Centers, including the metrics which address customer needs, as well as ensure customer satisfaction, in a cost-effective manner.
- e. What is your agency’s approach to management of information systems, connectivity and confidentiality? Attach, or include, a privacy policy. NOTE: The state of Tennessee and its LWDA’s all use the Virtual One-Stop System.

3. Services for Customers

- a. Describe your organization's outreach methods that you have used to reach target populations to promote AJC Services? Be specific as to the actual outcomes.
- b. Describe your plan to provide staffing, curricula, and the optimum customer flow process in the American Job Center(s). Your plan should demonstrate how best practices with customers and employers are incorporated in the design and delivery of services.
- c. Describe your organization's experience with developing and implementing customer satisfaction instruments such as web-based services used to track and report actual outcomes.
- d. Describe your experience in utilizing Labor Market Information, fiscal, and other workforce data sources to develop planning estimates of the number of core program (Title I, II, III, and IV) customers to be served and their respective employment and earnings rates after exit.

4. Services to Employers

- a. What is your organization's experience working with LWDBs, partners, and/or service providers in developing strategic approaches to support regional economic development and employers with high staffing needs in high demand occupations?
- b. Describe how you will engage and meet with employers to identify and improve on employer resources in the American Job Center. Be sure to include previous experience with employers in a One-Stop setting.
- c. Describe how you will gather and analyze information on sustainability to support ongoing and emerging needs of regional employers.
- d. Describe the full set of services envisioned for area employers, including those serving on the LWDB and all employers with workforce needs that may strengthen an existing system.
- e. Provide how the organization will carry out the vision of the LWDB in regards to how the Center will be structured and staffed to respond efficiently and effectively to area employers, including a description of proposed customer flow.
- f. Describe how your organization will conduct continuous improvement of employer services planned and to be provided, outcomes of the services, to include increased customer satisfaction.
- g. Describe how you will promote and sustain business engagement. Address the methods that should be used to explain and communicate these successes with the LWDB, as well as to the general public.
- h. Describe how your agency plans to integrate and or coordinate the various program business engagement strategies and how that will be managed so as to avoid duplication and the risk of multiple partners calling on the same employer(s).

5. Performance and Reporting

- a. Please explain and justify the service models that should be used to serve traditionally underserved participants and employers.
- b. Describe your organization's experience in tracking and reporting discrete participant activities while at the same time ensuring full compliance with Personal Identifiable Information (PII).
- c. Describe your strategy to meet or exceed the local area's performance goals: How will your organization manage measurement, achievement and documentation of performance standards?

B. ANSWER THE FOLLOWING QUESTIONS FOR THE OPERATION OF SERVICES FOR ADULTS and DISLOCATED WORKERS:

1. General Jobseeking Customer Program Operation

- a. Describe how you will work with the LWDB, officers and executive staff relative to the many policy and market intersections. Describe how you will work with the Administrative Entity and Fiscal Agent, as well as all monitors and auditors from independent, state or federal agencies.
- b. Describe how you will help ensure an efficient use of the WIOA funding allocation while maximizing services provided for both adults and dislocated workers.
- c. Describe how you will staff and implement the responsibility for determining WIOA eligibility and entering eligibility and other customer information into Jobs4TN, or any subsequent system provided by the TDLWD as well as lead the coordination of these systems with the WIOA identified key partners over time.
- d. Describe how you will work with required partners and others co-located at the American Job Center to include the following:
 - Describe how you will handle ongoing communication needs with all AJC staff as well as agency leadership and LWDB.
 - Describe how you will approach organization of shared staff and negotiation of cost sharing with the required partners as well as how you will ensure agreements are established with all partners in order to meet requirements for infrastructure and cost recovery.

2. Outreach and Recruitment

- a. Describe how you will market to and recruit WIOA customers, including those from targeted populations which may require specialized marketing.
- b. Describe your experience in utilizing Labor Market Information, fiscal, and other workforce data sources to develop planning estimates of the number of adults and dislocated workers to be served in a fiscal year.

3. Customer Flow

- a. Describe how WIOA services will be staffed and customers will flow through the various services, assistance with employment, and follow up.
- b. Describe how you will provide orientation to WIOA services, including any planned adaptations for targeted populations.

4. Workshops

- a. Describe workshops you plan to offer and the best practices or other information utilized in their design.
- b. Describe how you recruit and use volunteers to expand workshop offerings beyond what staff can provide.

5. Assisting Customers

- a. Describe how WIOA services will assist customers in locating and retaining employment.
- b. Describe how you will interact with and refer youth to and from the American Job Center, particularly with the WIOA focus on out-of- school youth.